



DEPARTMENT OF THE NAVY
OFFICE OF THE UNDER SECRETARY
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WASHINGTON DC 20350-1000

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MEMORANDUM FOR DEPARTMENT OF THE NAVY SENIOR EXECUTIVES

Subj: MANAGEMENT OF THE SENIOR EXECUTIVE CORPS IN THE
DEPARTMENT OF THE NAVY

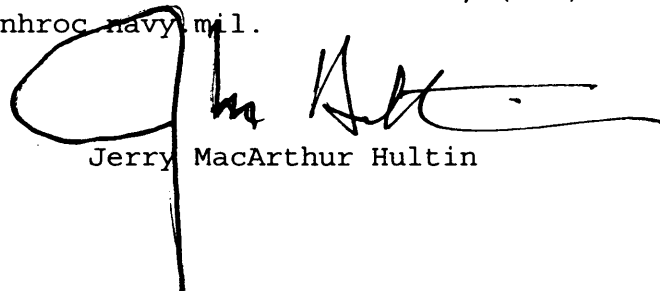
During 1998, several initiatives were undertaken to evaluate the Senior Executive (SE) Program in the Department of the Navy (DON). The purpose of this review was to examine the current executive personnel management and leadership development programs to insure that our senior civilians have the tools to effectively lead their teams, accept new responsibilities, and execute new policy directions.

Several of you participated in focus groups and provided valuable insights on four broad lifecycle phases of the DON SE program: Recruitment, Sustainment, Development, and Transition. In addition, I chartered a task force to examine the current state of SE Program administration with a focus on the DON's Revolution in Business Affairs.

The conclusions from these reviews indicate that while the SE program is operating well, there are several areas in which improvements can be made. These include:

- Increase career civilian membership on the Department of the Navy Civilian Executive Resources Board (DONCERB);
- Create DON-wide standard ERB policy;
- Implement a corporate strategy for managing the SE Program;
- Provide direct support for career development and mobility opportunities;
- Conduct a baseline review of SE requirements;
- Review executive space allocations;
- Determine the need for workforce shaping using Voluntary Early Retirement Authority/Voluntary Separation Incentive Pay;
- Streamline current administrative processes.

I welcome your suggestions regarding the reviews and these improvements. You may provide your input directly to Ms. Cora Graves, Executive Personnel and Leadership Development Division (DP6), ODASN(CP/EEO). She can be contacted at DSN 426-5165, (703) 696-5165, or E-mail: cora_graves@dasnhroc.navy.mil.



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